Annual Report 1984-1985

Alberta

Tourism and
Small Business

86-05827/

DEPARTMENT OF
TOURISM
AND
SMALL
BUSINESS

Annual Report
April 1, 1984 to
March 31, 1985

Communications Branch 8411-600

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Produced by the Communications Branch,
Alberta Tourism and Small Business
10025 Jasper Avenue, Edmonton, Alberta T5J 3Z3

Alberta
TOURISM AND SMALL BUSINESS

Office of the Minister

Room 104, Legislature Building, Edmonton, Alberta, Canada T5J 0H4 403/427-3162

The Honorable Gerard Amerongen
Speaker of the Legislature
Province of Alberta
325 Legislative Building
Edmonton, Alberta
T5K 2B7

Dear Mr. Amerongen:

I have the honor to submit the Annual Report for the Department of Tourism and Small Business for the year ended March 31, 1985.

Respectfully submitted,

J. Allen "Boomer" Adair
Minister

Alberta
TOURISM AND SMALL BUSINESS

Office of the Deputy Minister

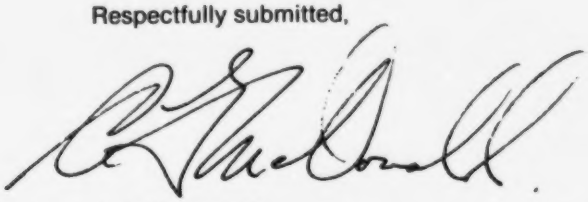
16th Floor, Capitol Square, 10065 Jasper Avenue, Edmonton, Alberta, Canada T5J 0H4 Telex 037-3651 403/427-4368

The Honorable J. Allen "Boomer" Adair
Minister of Tourism and Small Business
104 Legislative Building
Edmonton, Alberta
T5K 2B7

Dear Sir:

I have the honor to submit a report covering activities of the Department of Tourism and Small business for the fiscal year ended March 31, 1985, as required under Section 35.1 of the Legislative Assembly Act.

Respectfully submitted,



A.G. McDonald
Deputy Minister

OBJECTIVES OF THE DEPARTMENT

The Department of Tourism and Small Business was established under the Department of Tourism and Small Business Act of July 4, 1979. This department has three major objectives:

- To plan, promote and develop the travel industry in Alberta
- To provide management assistance to small business throughout the province and to assist in community economic development and business site location
- To support the Northern Alberta Development Council and to promote the socio-economic development of northern Alberta

To meet these objectives, Tourism and Small Business operates three main program areas: Tourism Division, Small Business Division and Northern Development Branch. An Administrative Division is also in place to provide departmental support services.

The philosophy of the department is to act as a catalyst to stimulate economic diversification and growth in the private sector. In the case of Northern Development, there is social as well as economic motivation. In addition, the department, through its minister, speaks in the legislature of the province of Alberta on behalf of the tourism industry, small business, and northern development.

EXECUTIVES OF THE DEPARTMENT

March 31, 1985	
Minister	Hon. Al "Boomer" Adair
Deputy Minister	A.G. (Al) McDonald

Tourism Division

Assistant Deputy Minister	Donald A. Hayes
Executive Director, Development	William Warren
Director, Development Services	Bruce Wilson
Director, Industry Improvement	John D. Lindblad
Director, Market Development	Edward B. Sample
Executive Director, Marketing	James L. Engel
Director, Business Travel	Douglas Lane
Director, Leisure Travel	Barry M. Salter
Director, Marketing Services	Kenneth C. Sears

Small Business Division

Assistant Deputy Minister	Ronald H. Blake
Director, Research and Analysis	Neil Wilson
Executive Director, Small Business Assistance	Phillip Shragge
Director, Southern Region	Michael F. Meraw
Director, Northern Region	Norman D. Greenwood
Executive Director, Regional Business Development	Ronald J. Cooksley
Director, Northern Region	Deane R. Toews
Director, Southern Region	C. David Morgan
Director, Business Locations and Rural Business Projects	Tren Cole
Executive Director, Small Business and Farm Interest Shielding Program	J.F.T. Scott
Director, Small Business Equity Corporations Program	Fraser Spears

Northern Development Branch

Executive Director	R. Murray Finnerty
Director, Research and Analysis	Gerald G. Archibald
Director, Program Co-ordination	John I. Shannon
Director, Council Administration	Geoff E. Milligan

Administration Division

Director, Administration	Peter C. Crerar
Director, Communications	Murray N. Page

TOURISM DIVISION

TOURISM DIVISION

MARKETING BRANCH

The role of the Marketing Branch is to assist the private sector in maximizing tourism industry business opportunities.

Marketing activities are designed to match market demand with the potential supply of destination/activity products.

The branch is divided into three sections:

- Leisure Travel
- Business Travel
- Marketing Services

LEISURE TRAVEL SECTION

During the fiscal year, established programs were maintained with an increased focus placed on expanding shoulder season (spring and fall) and winter occupancy ratios, and increasing business in the specific areas of General Touring, Skiing and Adventure products. In addition, new directions were made in the field of consumer awareness of Alberta as a tourist destination.

Tourism Revenues

Statistics for 1984-85 indicate an overall annual increase of approximately seven per cent in tourism revenue; from $1.87 to $2.01 billion. Estimates show that 50 per cent of total travel industry receipts were generated by Albertans. Out-of-province Canadians accounted for 35 per cent; U.S. visitors, 10 per cent; travellers from overseas, 5 per cent.

Literature Production

In addition to established literature production and dissemination, 1984-85 saw expansion of and emphasis on *Event. Full Alberta*, a tabloid detailing events, attractions and things to do in Alberta. This was supplemented by the *Alberta Ski Directory* and the *Alberta Adventure Guide*.

Familiarization Tours

The branch participated in more than 70 Alberta tours to familiarize media and travel trade representatives from major markets in Canada, the U.S.A. and overseas, with the province.

Film Production

The Adventure Products Section produced a new adventure film entitled, "Bring Us Your Dreams". It shows trailriding, guest ranches, fly-in fishing lodges and a host of other adventure products.

Travel Trade Conferences

- Rendez-Vous Canada
- Alliance of Canadian Travel Agents (ACTA)
- American Bus Association (ABA)
- National Tour Association (NTA)

Consumer Trade Shows

Leisure Travel again participated in major consumer trade shows in Toronto, Minneapolis, Los Angeles, Dallas, Chicago and San Francisco, with excellent results.

Advertising

Additional advertising funds permitted expansion of advertising in exciting and new tourism markets.

Alberta House, London, England

Alberta House continued to promote Alberta in the priority markets of Britain, the Netherlands and Germany. The section participated in two travel trade shows: the International Tourism Exchange in Berlin, and the World Travel Mart in London.

Special Projects

Travel Alberta, in a joint effort with Air Canada and private sector partners, undertook a promotional mission to southern California targeted to California's travel trade and consumer markets.

BUSINESS TRAVEL SECTION

The Business Travel Section is responsible for promoting the "meetings" side of tourism. This encompasses securing all types of conferences, congresses, meetings and conventions for Alberta venues and convention facilities.

In addition, the section is responsible for developing and implementing programs to impact incentive travel, industrial, and special interest tours.

Marketing Strategies

Marketing strategies were clearly placed during the year in relation to key target markets. Programs were implemented by the respective managers for meetings/incentive travel in principal market areas: the U.S.A., International, Canada.

Special Programs

A comprehensive *Client Service Manual* related to special interest, industrial study, and pre- and post-conference tours was developed.

The responsibility for this program was shifted to the Calgary Travel Alberta office, which is now an extension of the Business Travel Section. The Calgary office provided meeting-planner consulting services as well as assistance to the Leisure Travel Section.

The *Alberta Meetings Market Survey* was initiated to generate much-needed information on the meetings market. The *Survey*, to cover the Alberta convention/meetings industry, was sponsored by a consortium consisting of Travel Alberta, the Calgary Tourism and Convention Bureau, the Edmonton Convention and Tourism Authority, the Edmonton Convention Centre and the Calgary Convention Centre.

Site Inspection Program

Numerous site visits and inspections were conducted in conjunction with Alberta partners from major marketing areas of Canada, the U.S.A. and overseas.

Specific emphasis was placed on introducing Alberta to association executives, corporate meeting-planners and incentive buyers.

Special Promotions

Two major European promotions, headed by the Business Travel Marketing team, were undertaken in November, 1984, in London, and, in April-May, in London/Brussels/Geneva/Zurich. These were aimed at the international associations market and at incentive travel group planners.

Additionally, major co-operative marketing and sales thrusts were designed for the main U.S. meeting and convention markets of Washington, D.C., Dallas, Chicago, New York and California. These international marketing efforts, in conjunction with representation from the Alberta travel industry, formed an integral part of the Business Travel program.

In-Office Counselling

A variety of programs exist to assist meeting-planners and local committees. These include travel provisions to promote attendance or to place bids, and mailing programs to stimulate delegate attendance.

Advertising

Business Travel continued an aggressive advertising campaign directed at key target markets. Of special note was a 24-page supplement published in the *Association Management Magazine* aimed at key U.S. executives, and a 35-page supplement published in *Alberta Report* targeted on Albertans who might influence Canadian, American and International associations to meet in Alberta.

MARKETING SERVICES SECTION

The Marketing Services Section provides travel and vacation counselling, information services and storage, distribution and mail-handling for tourism-related material. It also maintains reference material and publications, and serves as a data source.

Literature Distribution

During the 1984-85 fiscal year, the section handled some 300 different kinds of literature and distributed more than three million pieces of literature promoting travel in Alberta.

Literature dissemination included:

- 800,000 Road Maps
- 580,000 Accommodation Guides
- 350,000 Alberta Touring Guides
- 40,000 Events Calendars
- 94,000 Discovery Guides
- 140,000 Ski Directories
- 210,000 Adventure Guides

Enquiry Services

Permanent and seasonal counsellors responded to more than 170,000 mail, telephone and visitor enquiries.

Special Programs

In co-operation with 40 radio and television stations, counsellors provided information and public service broadcasts on campgrounds, ski conditions, winter snow reports, and Alberta events and attractions.

Travel Information Centres

Nineteen Travel Information Centres (TICs) employed four permanent and 69 seasonal staff. The centres serviced approximately one-half million visitors during the fiscal year.

DEVELOPMENT BRANCH

The Development Branch of Travel Alberta is organized to assist the private sector in the planning, upgrading and expansion of Alberta's tourism industry through a number of areas of program support.

These include counselling, regional tourism planning, industry training, and market development and research.

The branch is divided into three program areas:

- Development Services
- Industry Improvement
- Market Development

DEVELOPMENT SERVICES

This section consists of three program areas: The Planning Unit, The Facility Unit, and the Product Development Unit.

Planning Unit

An inventory of tourism resources and a tourism development strategy were completed for the Calgary/Canmore Tourist Zone 10. Public Open Houses were held to discuss this study. A similar process took place to obtain input to studies completed previously for Evergreen, Chinook and Mighty Peace Tourist Zones.

Counselling was provided to communities interested in increasing tourism, and a draft manual designed to assist in planning for tourism was prepared.

Involvement, as representatives of the Department, in the Integrated Resource Planning Program and on other interdepartmental committees increased significantly. A major role was played in such conferences as the Tourism North Conference in Peace River.

Facility Unit

The Facility Unit covers two facets: Facility Development and Special Projects.

Facility Development

Counselling was provided to a number of existing or prospective operators planning new facilities or attractions or expanding existing ones. Projects included service-oriented facilities such as campgrounds; motel, hotel, or service centre developments, and multi-season resort complexes; and recreation-oriented developments such as ski areas, water slides and commercial caving opportunities.

Special Projects

The following special projects were completed or initiated during the 1984-85 fiscal year:

- Selection of an operator for Nakiska ski area
- Continuing development of the Alpine village resort complex at Ribbon Creek in Kananaskis Country
- Installation of a private sector operation at the Mount Kidd Recreational Vehicle Park in Kananaskis Country
- Analysis of the policies and outlook of Alberta's financial institutions regarding financing and investment in tourism development

Product Development Unit

The unit counselled and assisted 125 prospective tourism business operators. Nine new summer operations and three winter operations were included in the Department's marketing assistance programs.

New private sector product operations included covered wagon trips, dog-sled rides, wildlife and nature observation, and combinations of winter experiences.

Some potential product areas were evaluated for future private sector operation. These were: hot-air ballooning, houseboating, snowmobiling, bed and breakfast, and hunting.

MARKET DEVELOPMENT SECTION

During the 1984-85 fiscal year, Travel Alberta reorganized areas of responsibility and established the Market Development Section. The functions of the previous Research and Analysis Unit of the Market Development Section continue to be a major operational responsibility and include the following:

- Market Research
- Program Evaluation
- Industry Analysis
- Policy Analysis
- Information Dissemination

Major Projects

Major projects undertaken by the market Development Section during the fiscal year included:

- Development of the Canadian/Alberta Subsidiary Agreement on Tourism Development
- Profile of Recreational Snowmobiling by Alberta Households
- Qualitative Consumer Research of Advertising Concepts for Out-of-Province Promotion
- Downhill Ski Market Study
- Economic Impacts of the XV Olympic Winter Games

Several presentations based on research were also presented during the year, notably to the Tourism North Conference and to the Travel Industry Association of Alberta.

INDUSTRY IMPROVEMENT

Two units make up the Industry Improvement Section: Accommodations Inspections and Industry Liaison and Training.

Accommodations Inspections

Approximately 1,000 Alberta hotels and motels, campgrounds, trailer parks, recreation areas, fly-in fishing lodges and guest ranches were visited and counselled. Establishments which met the minimum standards of the program were listed in the *Alberta Accommodations Guide*.

As an incentive to upgrade standards and services, the Travel Alberta Housekeeping Awards were introduced in 1983. These were presented to 42 outstanding hotels and motels in 28 Alberta communities.

Industry Liaison and Training

Industry Liaison and Training has two sections. Industry Liaison continued to expand the working relationship with the 14 zone offices of the Tourism Industry Association of Alberta (TIAALTA) and various travel-related associations.

In close co-operation with the Travel Industry Association of Alberta, the section administered the Travel Alberta Zone Assistance Program which directed financial assistance to the administrative and promotional activities of the various zones.

The Senior Citizens Tourism Employment Grants Program enabled the Travel Industry Association of Alberta to employ senior citizens in a range of tourism-related zone projects.

The section also acted in a resource capacity to Alberta Manpower in the administration of the summer Temporary Employment Program.

Working closely with tourism operators, the section mediated complaints received from the consumer and travel trade.

Industry Liaison was also extensively involved with the Travel Industry Association of Alberta in the organization of the initial Alberta Conference on Tourism.

The section was active in promotion and in delivering customer relations, suggestive selling for waiters and waitresses, and travel counsellor training workshops. Sixty-nine workshops were delivered to a total audience of 1,375 front-line hospitality industry employees throughout the province.

SMALL BUSINESS DIVISION

SMALL BUSINESS DIVISION

SMALL BUSINESS DIVISION

During 1984-85, the Small Business Division faced an increased demand for its services in support of Alberta communities and businesses. The impact of a slower economy continued to focus attention on retrenchment and effective decision-making; however, prospects of improved performance within the small business sector were evidenced by signs of growing investment plans, higher retail sales volumes, greater numbers of business incorporations, and increasing levels of confidence.

The division has two branches:

- The Small Business Assistance Branch
- The Regional Business Development Branch

It also encompasses:

- The Research and Analysis Section
- The Small Business Equity Corporations Program (SBEC)

The Alberta Heritage Fund Small Business and Farm Interest Shielding Program having successfully achieved its objectives was terminated during the fiscal year.

SMALL BUSINESS ASSISTANCE BRANCH

The major objective of the Small Business Assistance Branch is to assist Albertans already in business or planning new businesses. Support is provided by direct counselling, group presentations, and through dissemination of relevant print information.

Business Counselling

Requests for counselling during the year, totalled 16,731, a significant increase from the 1983-84 total of 12,811. Of the current fiscal year requests, 44 per cent were from existing businesses and 56 per cent were related to the potential establishment of new enterprises. An additional 2,382 requests for information were also handled by the business analysts. The branch completed 231 written reports and 158 in-depth financial analyses.

Publications

Demand for the branch's series of business guides totalled 110,135, an increase of 19 per cent over the past year. Updating and rewriting of publications was begun. Distribution of all publications provided by the branch amounted to 174,984 copies. *Small Business Quarterly* magazine was issued five times throughout the year and the business community's response to the publication continued to be positive. The extra issue of the *Quarterly* was devoted to the SBEC program.

Advertising and Public Relations

Branch members took part in 173 speaking engagements during the year. Classified advertisements were placed in some daily newspapers, but *Small Business Quarterly* continued to fulfill primary advertising objectives.

Trade Shows

Booths were operated in Calgary and Edmonton at business fairs sponsored by the Federal Business Development Bank.

Management Assistance Programs

Ten Management Assistance Programs (MAPs) were completed in the fall; during the spring, additional programs were initiated in 11 communities. As well, two retail programs in Lloydminster and Red Deer were completed at year-end, and three one-day workshops attracting 91 businesses, were held.

Special Projects

The branch continued to play a significant role in Small Business Week. A grant covering the majority of funding was provided and staff members were heavily involved in the planning and implementation of this event.

REGIONAL BUSINESS DEVELOPMENT BRANCH

The Regional Business Development Branch assists small business primarily through the support of community economic development. With this goal in mind, programs are administered on a regional basis.

During the 1984-85 fiscal year, the branch placed a renewed emphasis on business counselling and development assistance in regions experiencing increased economic activity. In other communities, support focused on self-help programs aimed at generating increased development.

Major Programs

The branch continued to monitor regional community needs and to provide information or other support where required. Local levels of economic activity were assessed through a series of small business, manufacturing, financial, and government contacts to better assist business clients and to provide input to policy issues.

Business Counselling

A total of 2,527 business counselling contacts, which included business start-up and opportunity enquiries, were handled. In addition, liaison with chambers of commerce was maintained through 89 meetings or other forms of contact, and staff members were instrumental in the organization of six new chambers throughout the province.

The branch also assisted in establishing 16 new economic development committees with which 129 contacts were made over the year. This was accomplished under the Community Business Development Training and Community Economic Development Programs, which also provided assistance to municipal councils. The latter program involved counselling and instruction in methods of economic development, industrial prospecting, marketing, advertising, and data collection.

Further activities included business site location and industrial property inventory assistance, provision of investment data sheets covering 24 subjects of interest to business prospects, liaison with Alberta and federal government agencies, business opportunity identification, and the implementation of several community economic development workshops. Involvement in out-of-province activities increased over the year and was reflected by contacts with 269 business locations prospects.

Community Profiles

Community profiles continued to be a useful instrument for business location, government service, and community data. During the year, 193 community profiles were updated and distribution totalled in excess of 15,000.

Funding Programs

The Financial Assistance to Municipalities Program provided funds to offset local costs of bringing prospective investors to view business opportunities and sites. Financial assistance was provided to five communities.

Funding assistance was rendered to seven Rural Business Projects. In addition, the branch provided funds to the Economic Developers Assosication of Alberta to permit attendance by four community economic development officers at the University of Waterloo's Economic Development Education Programs.

RESEARCH AND ANALYSIS SECTION

Demand for statistical and information research remained a significant function of the section; however, the year saw a continuation of a shift in emphasis to policy analysis and program development.

Major Projects

During the fiscal year, Research and Analysis participated in part in policy and program design related to the following major projects:

- Small Business Equity Corporations Program
- Small Business Data Base
- Small Business Strategy
- Small Business Incubators
- Entrepreneurial Immigration

Analyses

A total of 225 analyses of varying depths were completed during the 1984-85 fiscal year.

Information Requests

Approximately 300 individual information requests were filled.

Studies

Three studies were undertaken or co-ordinated by the section:

- Completion of "Services to Alberta Business"
- An analysis of location decisions made by business
- Co-ordination of a training program for Rural Business Development

Standard Information

Monthly or annual reports prepared include:

- Bankruptcies and receiverships
- Interest rates
- Incorporations
- Retail sales

Committees and Conferences

In keeping with the section's responsibilities in policy issues, Research and Analysis was involved to varying degrees with 20 committees of the Alberta Government plus the editorial board of the *Small Business Quarterly*. Additionally, staff members attended several important conferences including the Small Business Incubator Conference in Colorado Springs.

SMALL BUSINESS EQUITY CORPORATIONS PROGRAM

This program commenced in July, 1984, and will run for a maximum of four years. The Small Business Equity Corporations Program (SBEC) is designed to stimulate the formation of privately-sourced pools of equity capital for investment in Alberta small businesses. The Alberta Government does not provide this capital, rather, it stimulates investment by providing grants and/or tax credits from the funding provided to the program.

Response to the program vastly exceeded expectation. In the first year of operation, 17,853 inquiries were handled and approximately 28,174 copies of various brochures and documents were distributed. To March 31, 1985, approximately $13.5 million in incentives had either been disbursed or were liable for payment. Of 142 applications received, 135 were registered as Small Business Equity Corporations.

At the end of the fiscal year, it was announced that legislation had been changed to enable the government to increase program funding from the original $15 million to $50 million.

ALBERTA HERITAGE FUND SMALL BUSINESS AND FARM INTEREST SHIELDING PROGRAM

The program was terminated on February 15, 1985, after processing of applications had been completed. Over the life of the program, assistance was provided to 22,301 farms and 23,777 small businesses. Payments in the form of grants amounted to $77,455,777. The program achieved its goals and was considered a success by the small business and farming communities in general.

NORTHERN DEVELOPMENT BRANCH

NORTHERN DEVELOPMENT BRANCH

NORTHERN DEVELOPMENT BRANCH

The Northern Development Branch's purpose is to participate in developing and maintaining a socio-economic environment in northern Alberta which gives maximum opportunity for the inhabitants of the area to grow and prosper.

The branch provides the administration and technical support required by the Northern Alberta Development Council.

NORTHERN ALBERTA DEVELOPMENT COUNCIL

The Northern Development Branch continued to provide administrative and technical support to the Northern Alberta Development Council (NADC). The Council is composed of 10 northern citizens and was created to increase public participation in the planning and design of delivery systems for government in northern Alberta.

The Northern Development Branch was responsible for all arrangements for NADC meetings, follow-through on briefs, preparation of background papers and implementation of Council motions in 1984-85. During the year, the Council held 12 meetings in various northern Alberta locations and sponsored two major public workshops. There were 188 briefs submitted to Council.

The branch worked closely with Council to advance a framework of goals directed toward opportunities and problems of northern Alberta.

Major Projects

The branch supported the NADC in organizing a workshop on Employment Alternatives in Small Remote Communities and two Northern Community/ Medical Student Interchanges in Calgary and Edmonton bringing 158 prospective medical practitioners together with 21 community groups.

Another major activity involved the Tourism North Conference wherein 170 delegates from the tourism industry, government and northern communities examined a community approach to further development of tourism opportunities in northern Alberta.

The branch was heavily involved in preparing for various Council meetings with ACCESS, the Agricultural Development Corporation, Advisory Committee on Heavy Oil and Oil Sands Development, Trappers Compensation Board, Advanced Education, Rural Health Care Conference, Committee on Tolerance and Understanding, Institute of Agrologists and Ministers of Tourism and Small Business, Transportation, and Native Affairs.

Other major Council-related activities involved a position paper to the Hearings on Industrial and Science Strategy 1985-90, review meetings concerning northern economic development issues; and release of a Fire Prevention Model for Northern Alberta.

Research

A major role of the Northern Development Branch is to review and plan various northern Alberta socio-economic improvements. Basic research continued and position papers were prepared in support of the branch's monitoring role in the north.

Work continued on a number of community-based studies and needs surveys of goals and priorities of the NADC. These involved economic development, development of communities, education development and improvement of government services.

Committees and Interdepartmental Liaison

Extensive interdepartmental committee work and field monitoring of provincial program delivery was maintained, particularly in the area of economic development, social programs, and infrastructure improvements. Interdepartmental liaison continued with specific follow-up to briefs presented to the Northern Alberta Development Council. The branch was also involved in the interprovincial planning committee for the annual meeting of Ministers with Responsibility for Northern Development.

Other Activities

The branch also assisted in a number of ongoing activities such as the NADC Student Bursary Program, and worked closely with the Council to advance a framework of goals directed toward opportunities and problems of northern Alberta.

Northern economic development continued to receive priority, particularly in the area of renewable resources and opportunity identification. Resource development and community impact assessments occupied a substantial amount of staff time during the fiscal year. In addition, a number of review and information dissemination activities were completed.

The branch continued to assist various line departments and agencies toward achieving opportunities for socio-economic development in northern Alberta.

ADMINISTRATION DIVISION

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ADMINISTRATION DIVISION

During the 1984-85 fiscal year the Administration Division continued to provide support services to the department through six branches.

- Financial Services
- Personnel Services
- Systems and Computing
- Office Support Services
- Library
- Communications

FINANCIAL SERVICES

The Financial Services Branch co-ordinates budget preparation; monitors and forecasts expenditures; provides information and guidance to management on the use of financial resources; and processes program-related expenses and invoices. Invoice processing times continued to improve and, currently, average time is below the government objective of 30 days.

PERSONNEL SERVICES

The Personnel Services Branch is responsible for staffing, classification, pay, staff development, occupational health and safety, and other employee-related programs. On March 31, 1985, the Department had 173 permanent positions. Of these, 49 were located in nine field offices. Positions from the Small Business and Farm Interest Shielding Program were phased out, with a large percentage of incumbents transferred to position vacancies elsewhere in government.

SYSTEMS AND COMPUTING

Systems and Computing Services provides assistance with computer systems development; operation and maintenance; word processing; records management; and electronic communications. The branch is responsible for planning and selecting equipment and consultants.

The branch initiated a business plan and electronic data processing (EDP) study on behalf of Travel Alberta. A successful project control system was developed and introduced to Travel Alberta using a microcomputer. Microcomputers are being used successfully in all Divisions of the Department.

The Records Management Unit developed a records management plan for the Department; designed and implemented a new filing system for several branches; developed disposition plans for "old" departmental records, and undertook transfers and dispositions of these records and non-records.

OFFICE SUPPORT SERVICES

The Office Support Services Branch is responsible for mail and courier services, telecommunications, furnishings, equipment, and purchasing of supplies. Close liaison is maintained with Department directors and Alberta Public Works, Supply and Services.

LIBRARY

The Library acts as an information resource base for the Department. Major services include enhancing the collection to reflect the Department's additional responsibilities, arranging inter-library loans, and providing information services. a major acquisition was a complete set of American entrepreneurs Association manuals. On-line searching with Infoglobe, Dialog, and QL supplements the collection with approximately 200 data bases.

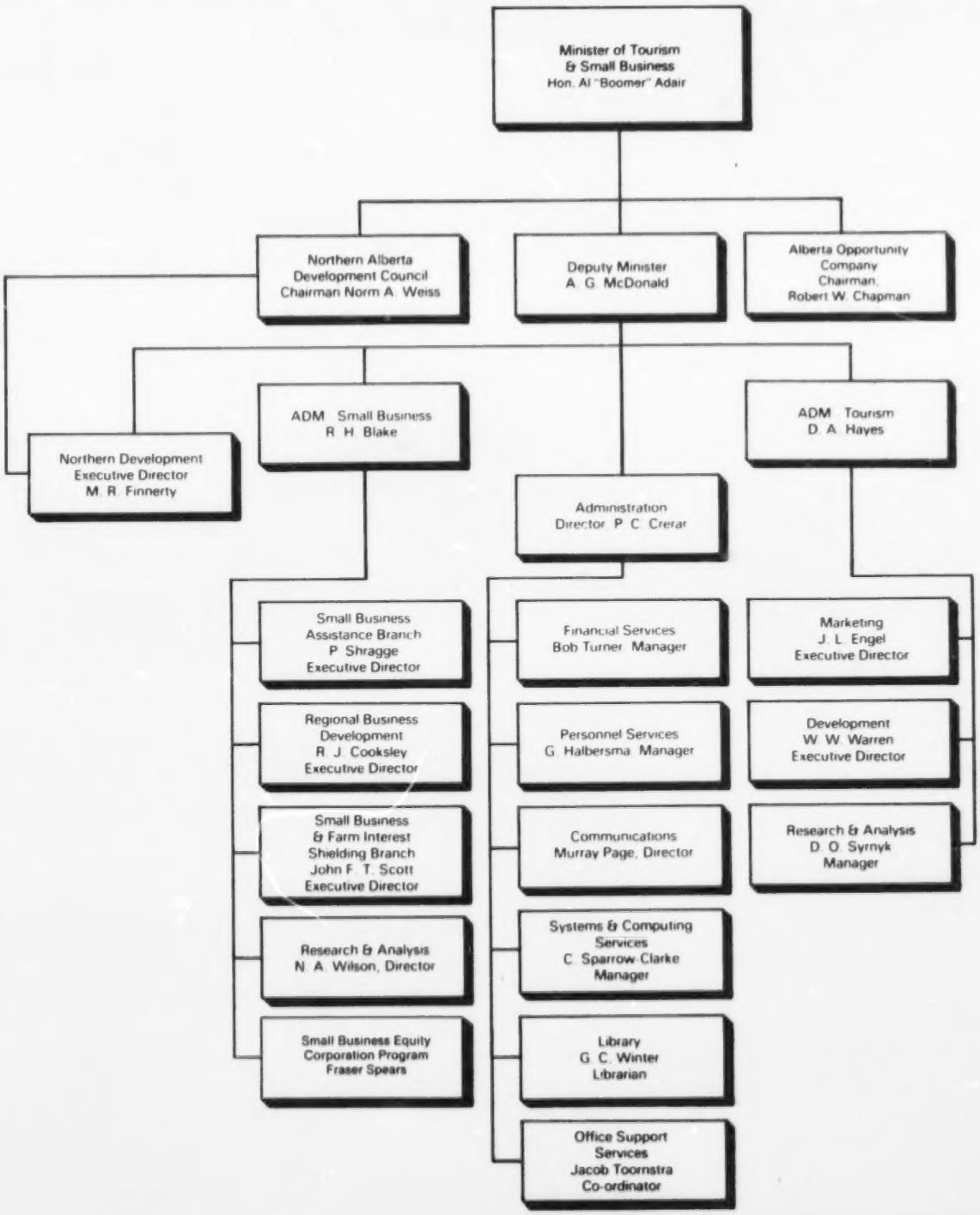
COMMUNICATIONS

The Communications Branch represents the Public Affairs Bureau in the Department. Public relations services were provided to all branches of Tourism and Small business, as well as to the Alberta Opportunity Company. Services included communications planning and consultation; media relations; news, speech and feature-story writing; co-ordination of advertising campaigns; and the production of audio-visual materials, displays, newsletters and publications.

APPENDIX

APPENDIX

ORGANIZATIONAL CHART



TOURISM AND SMALL BUSINESS
STATEMENT OF EXPENDITURE
for the year ended March 31, 1985
(Unaudited)

	1984-85 Estimate	1984-85 Approved Special Warrants	1984-85 Total Authorized Funds	EXPENDITURE 1984-85 Actual	EXPENDITURE 1983-84 (Actual)
Vote 1					
DEPARTMENTAL SUPPORT SERVICES					
Minister's Office	191,560	—	191,560	182,280	183,800
Deputy Minister's Office	212,410	—	212,410	204,370	214,790
Department Administration	99,760	—	99,760	96,990	97,350
Financial Services	279,150	—	279,150	265,600	254,820
Personnel & Staff Development	149,880	—	149,880	134,620	143,230
Library	94,300	—	94,300	96,750	90,580
Communications	117,650	—	117,650	105,840	111,540
Office Support	134,770	—	134,770	121,520	128,150
Systems and Computing	92,930	—	92,930	98,520	113,210
TOTAL	**1,372,410**	—	**1,372,410**	**1,306,490**	**1,337,470**
Vote 2					
DEVELOPMENT OF TOURISM AND SMALL BUSINESS					
Small Business					
Administrative Support	422,070	—	422,070	369,890	381,700
Small Business Assistance	1,899,220	50,000	1,949,220	1,914,600	2,078,820
Regional Development	1,765,390	—	1,765,390	1,643,170	1,754,370
Tourism					
Administrative Support	531,350	—	531,350	595,100	431,220
Development	1,996,710	—	1,996,710	1,728,250	1,823,330
Marketing	6,616,550	112,000	6,728,550	6,508,400	6,501,770
Northern Development					
Northern Development Branch	1,360,840	—	1,360,840	1,340,680	1,374,330
TOTAL	**14,592,130**	**162,000**	**14,754,130**	**14,100,090**	**14,345,540**
Vote 3					
FINANCIAL ASSISTANCE TO ALBERTA BUSINESS					
Financial Assistance via Alberta Opportunity Company Grant in Lieu of Interest	10,070,600	—	10,070,600	10,070,570	10,000,000
Financial Assistance via Equity Corporations Administration	1,874,470	6,911,100	8,785,570	11,781,540	—
TOTAL	**11,945,070**	**6,911,100**	**18,856,170**	**21,852,110**	**10,000,000**
Vote 4					
ALBERTA HERITAGE FUND SMALL BUSINESS AND FARM INTEREST SHIELDING PROGRAM					
Administrative Support	1,621,480	—	1,621,480	1,315,170	3,153,000
Interest Shielding Grants	7,225,000	—	7,225,000	2,108,590	23,391,250
TOTAL	**8,846,480**	—	**8,846,480**	**3,423,760**	**26,544,250**
TOTAL DEPARTMENT	**36,756,090**	**7,073,100**	**43,829,190**	**40,682,450**	**52,227,260**